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DD/M&S

73-358

PERS 73-3987/A

31 AUG 1973

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT : Nonstandard Work Schedules - DD/S&T Duty Office

REFERENCE : a. Memo for Ex Dir-Compt from D/Pers dtd 21 Dec 71;  
Subject: Nonstandard Work Schedule

b.  Hours of Work

1. Action Requested: The attached request from the DD/S&T to establish a nonstandard workweek is transmitted to you for your approval.

2. Basic Data or Background:

a. The DD/S&T desires to establish a 24-hour watch in conjunction with the CIA Operations Center to monitor activities of interest to the Directorate. The initial complement will consist of four officers - two GS-14's, one GS-13, and one GS-12. These officers will work a normal 3-day, 12-hour shift each week, plus an 8-hour Sunday shift every other week. This will equal out to 80 hours per man per pay period. See sample schedule attached. (Attachment A) The relief shifts (R-Shifts) shown in Attachment A will be manned by employees of the various Directorate components on a volunteer basis. The workweek for the volunteers will not exceed 40 hours, thus not requiring overtime pay. However, premium pay will be authorized for the Sunday tour of duty.

b. This proposal will permit the Directorate, for the first time, to have adequate representation in the CIA Operations Center for the monitoring and dissemination of all-source traffic of interest to the Directorate. It will further ensure greater coordination of activities with the FMSAC Operations Center.

c. The following guidelines will govern leave and pay accounting under the schedule. They are in accordance with paragraphs 10 and 11 of the referent memorandum.

(1) Employees at the GS-11 and below level would be paid overtime for work in excess of 80 hours in a two-week, 80-hour pay period.

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2. IMPDET CL BY 010026

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(2) Employees GS-12 through GS-14 may receive overtime payments for directed overtime worked in excess of 96 hours in a two-week, 80-hour pay period.

(3) Employees entitled to Sunday, holiday, or night differential pay would receive such pay, when appropriate, for hours worked not in excess of 12 within a regularly scheduled workday.

(4) Annual and sick leave will be charged according to leave taken against the employee's established work schedule.

(5) Otherwise the provisions of HR 20-29 would remain unchanged and would pertain to the irregular work schedules.

3. Staff Position: The proposal appears to be sound and is in accordance with Agency policy pertaining to nonstandard work schedules. The DD/S&T is not asking for an increase in ceiling to cover the establishment of the new positions involved. The establishment of the positions may result in a slight increase in the Directorate average grade.

4. Recommendation: I recommend that you approve the establishment of the schedules as reflected in Attachment A.

/s/ John F. Blake

John F. Blake  
Director of Personnel

Att

APPROVED : /s/ Robert S. Hatties  
400/1745

17 SEP 73  
Date

DISAPPROVED: \_\_\_\_\_

\_\_\_\_\_  
Date

Distribution:

Orig - Adse (Return to D/Pers)

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OP/PMCD   krg (30 Aug 73)

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Approved For Release 2002/05/07 : CIA-RDP83-01004R000200050002-6

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73-3987

DD/S&T-2565-73

22 August 1973

MEMORANDUM FOR: Deputy Director for Management and Services

THROUGH: Director of Personnel

SUBJECT: Request for Approval of a Nonstandard Basic Workweek  
for the DD/S&T Component in the CIA Operations Center

1. This memorandum contains a request for the approval of the Deputy Director for Management and Services of a nonstandard basic workweek for the DD/S&T component in the CIA Operations Center. It is submitted in compliance with [ ] as revised on 24 May 1973. The specific request is contained in paragraph 5.

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2. In conjunction with the expanded role of the CIA Operations Center, the DD/S&T has assigned duty officers there to monitor Agency activities of interest to the Directorate. We are attempting to begin a 24-hour operation with the first pay period in September. The initial complement will consist of two GS-14's, one GS-13, and one GS-12. These officers will be working nominal 12-hour shifts patterned after those used in the FMSAC Operations Center. A sample schedule is attached. (Attachment A.)

3. You will recall that the revised [ ] (Attachment B) is a direct result of the FMSAC schedule which was started experimentally in March 1971 and has since been adopted as standard. Although initially there is to be only one man per shift, the reasons for selecting the 12-hour schedule are generally the same as those used by FMSAC. These were presented in a memorandum of 21 December 1971 (Executive Registry No. 71-6416--Attachment C) from the Director of Personnel to the Executive Director-Comptroller. An additional reason for selecting this schedule is that FMSAC works with the largest data base accessible to our Operations Center component and we want to work out a regular team relationship between the personnel in these two centers. This will help to make the efforts of the two centers complementary rather than duplicative.

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Approved For Release 2002/05/07 : CIA-RDP83-01004R000200050002-6

SUBJECT: Request for Approval of a Nonstandard Basic Workweek for the  
DD/S&T Component in the CIA Operations Center

4. As an interim measure, because of the short timeframe involved, we propose to use the same guidelines passed to FMSAC for preparation of Time and Attendance reports. These were given to FMSAC in memorandum form on 25 April 1972 by the Chief of the Domestic Payroll Operations Branch. (Attachment D.)

5. Because of the numerous advantages offered, it is requested that approval be granted for a 12-hour shift schedule for the DD/S&T component assigned to the CIA Operations Center.



25X1A

*for* Carl E. Duckett  
Deputy Director  
for  
Science and Technology

Attachments:  
As stated above

CONCURRENCE:

\_\_\_\_\_  
Director of Personnel

\_\_\_\_\_  
Date

APPROVAL:

\_\_\_\_\_  
Deputy Director for Management & Support

\_\_\_\_\_  
Date

ATTACHMENT A

Sample DD/S&T Duty Officer Schedule for Operations Center

Shift	Su	Shift	M	Tu	W	Th	F	Sa	Shift	Su	Shift	M	Tu	W	Th	F	Sa
0000 To 0800	A	0000 To 1200	A	A	A	C	C	C	0000 To 0800	C	0000 To 1200	A	A	A	C	C	C
0800 To 1600	B	1200 To 1600							0800 To 1600	D	1200 To 1600						
1600 To 2400	"R"	1600 To 2400	B	B	B	D	D	D	1600 To 2400	"R"	1600 To 2400	B	B	B	D	D	D

Approved For Release 2002/05/07 : CIA-RDP83-01004R000200050002-6  
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## SECTION V: HOURS OF WORK, LEAVE, AND PAY

**HOURS OF WORK.** The circumstances under which the Agency carries on some of the most important and critical aspects of its work are in large measure conditions over which the Agency has no control. They are dictated by the course of world events, the needs of the policymakers of the Government, and other circumstances which are not predictable. It is impossible to accomplish the intelligence mission successfully with a rigid, prearranged work schedule. On the contrary, Agency personnel must be flexible in their work habits and work schedules in order to take advantage of collection opportunities, to meet deadlines, and to produce national intelligence in a timely manner.

### a. WORKWEEK AND WORK SCHEDULES

#### (1) STANDARD BASIC WORKWEEK

(a) Operating Officials and Heads of Independent Offices will schedule basic workweeks for components under their jurisdictions in accordance with the following standards:

- (1) Duty hours are scheduled in advance and cover a period of not less than one week.
- (2) The basic 40-hour workweek consists of five consecutive duty days, normally Monday through Friday.
- (3) The working hours in each day in the basic workweek are the same.
- (4) The basic nonovertime workday does not exceed eight hours.
- (5) The occurrence of holidays does not affect the designation of the basic workweek.
- (6) Breaks in excess of one hour are not scheduled in any basic workday.

(b) Normally basic workweeks will be scheduled from 8:00 a.m. to 4:30 p.m., 8:30 a.m. to 5:00 p.m., or 9:00 a.m. to 5:30 p.m. Monday through Friday. One-half hour is allowed for lunch. When necessary to carry out the missions of their components, Operating Officials and Heads of Independent Offices may schedule basic workweeks with hours different from those prescribed above as long as they meet the standards given in subparagraph (a) immediately above.

(2) **NONSTANDARD BASIC WORKWEEK.** In exceptional circumstances and when advantageous to operations which are staffed on a 24-hour basis, the Deputy Director for Management and Services may approve work schedules that differ from the standards in subparagraph (1)(a) above as long as the scheduled work hours equal 80 in a two-week pay period. Proposals for such nonstandard work schedules should be forwarded for approval to the Deputy Director for Management and Services, through the Director of Personnel for his review, and have the concurrence of the Deputy Director concerned. The Deputy Director for Management and Services, when approving nonstandard work schedules, will also prescribe guidelines for accounting for leave, overtime, holiday and Sunday pay, and night differential.

(3) **WORK SCHEDULES FOR INDIVIDUALS.** Operating Officials and Heads of Independent Offices may arrange work schedules for individuals which differ from the basic workweeks of their components as necessary either

(a) to carry out the missions of those components, or

→Revised: 24 May 1973 (744)

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CL By: 002230

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ADMINISTRATIVE — INTERNAL USE ONLY

31 DEC 1971

71-45

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT: Non-Standard Work Schedules

Executive Registry

71-6416

1. This memorandum submits a recommendation for your approval. Such recommendation is contained in paragraph 11.
2. The Office of Personnel has completed a series of studies to determine the parameters within which the Agency might accommodate non-standard workweek arrangements which are considered to be operationally advantageous to the missions of the Agency components involved.
3. The studies included reviews of proposals advanced by the Foreign Missile and Space Analysis Center, the Office of ELINT and the Central Reference Service to adjust current 24-hour shifts to non-standard workweeks. Included also was the proposal submitted on 1 September 1971 by the Management Advisory Group for the adoption of three-day workweeks in the Headquarters computer centers.
4. These proposals cited strong benefits which would accrue if non-standard workweek arrangements in exception to current Agency regulations were adopted. Some of these benefits are:
  - a. Continuity of Operations. In the case of FMSAC, the most significant benefit in establishing a basic 12-hour regular work shift is that all members of the working teams can interact with the regular work force in FMSAC for periods up to four hours each of their working shifts. This interaction is deemed critical to establishment of truly competent FMSAC analyses of foreign missile and space activities on a 24-hour-a-day basis. The "normal" three shifts of eight hours each have clearly demonstrated that individuals working the midnight to 8:00 a.m. shift lack contacts and analytic interchanges with the total regular work force of FMSAC, and suffer thereby.
  - b. Manpower Savings. In certain instances savings in total manpower necessary to man 24-hour shifts could be accomplished by the adoption of the two-shift, 12-hour-a-day arrangement. FMSAC, for example, would be able to eliminate at least one slot if such a work schedule were adopted.
  - c. Overtime Savings. In manning a schedule that calls for 24-hour operations six or seven days a week, overtime, particularly within current ceiling limitations, becomes a significant factor. By adjusting workweek schedules to regularly scheduled 12-hour-a-day shifts without overtime, payment for overtime work on Saturdays and Sundays can be considerably reduced or eliminated altogether. For example, under the

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proposal forwarded by CRS, four teams working one three-day workweek of 12-hour shifts and a second workweek of three-day, 12-hour shifts plus one eight-hour shift on Sunday could accomplish its mission of total coverage without any overtime within an 80-hour pay period.

d. Increased Productivity. This factor would be especially significant for the Agency's computer centers. Typically, in such centers, a worker may spend up to 45 minutes after his arrival on the job in preparing for his day's work. At the end of his shift he may spend up to 30 minutes preparing to close down for the day. In a five-day workweek this may represent a "loss" of six hours and 15 minutes per employee. In a three-day workweek this loss represents only three hours and 45 minutes.

e. Reduction of Employee Turnover. The adoption of two regularly scheduled 12-hour work shifts in place of the current three regularly scheduled eight-hour work shifts would eliminate the graveyard shift which is a constant source of personnel problems. It is anticipated that the adoption of a non-standard workweek of basically three days plus a fourth eight-hour day would bring about a reduction in employee turnover, would enhance recruitment efforts and would increase the quality of personnel brought on board.

5. The Office of Personnel studies took into consideration the legal and medical aspects of such non-standard work schedules as well as the administrative problems attendant upon accurate reporting and accounting procedures covering hours of work.

6. In terms of the legal aspects, the Office of General Counsel has taken the position that the Agency can establish its own work schedules, but it has strongly urged that we change our Regulations to conform with what we are doing.

7. The Director of Medical Services has stated that while he could not say categorically that such irregular schedules would be harmful, a 12-hour workday would tend to decrease an employee's effectiveness in a situation where power of observation, manual dexterity and physical prowess were involved. The Director of Medical Services said that such arrangements would call for close supervision involving a careful look at productivity.

8. Discussions with the Offices of Computer Services and Finance indicated that any change in the 80-hour period of accountability for pay and leave purposes would pose very real difficulties. At this time it would be next to impossible to handle the computer programming necessary to establish any basic work schedule other than an 80-hour pay period within the time limitation for implementation of the new financial reporting system.

9. The Office of Personnel studies concluded that it would be feasible to establish non-standard work schedules for 24-hour operations, conforming to the 80-hour accountability period, when such schedules very clearly provide operational benefits to the Agency. The studies also concluded that the Deputy Director for Support is in the best position to review proposals for non-standard workweeks from an Agency viewpoint and to appraise the financial, personnel and medical factors involved.

10. Requests for irregular work schedules for 24-hour shifts would be reviewed on an individual basis prior to submission to the Deputy Director for Support. Each review would determine the appropriate accounting procedures for leave and pay purposes.

It is expected that the following guidelines would prevail in the determination of leave and pay accounting:

a. Employees at the GS-11 and below level would be paid overtime for work in excess of 80 hours in a two-week, 80-hour pay period.

b. Employees GS-12 through GS-14 may receive overtime payments for directed overtime worked in excess of 96 hours in a two-week, 80-hour pay period.

c. Employees entitled to Sunday, holiday or night differential pay would receive such pay, when appropriate, for hours worked not in excess of 12 within a regularly scheduled workday.

d. Annual and sick leave would be charged according to leave taken against the employee's established work schedule.

e. Otherwise the provisions of [ ] would remain unchanged and would pertain to the irregular work schedules. 25X1A

11. It is recommended that the following change to Headquarters Regulation [ ] Hours of Work, Leave, and Pay, be approved:

"In exceptional circumstances and when advantageous to operations which are staffed on a 24-hour basis, the Deputy Director for Support may approve work schedules which deviate from the above standards as long as the scheduled work hours equal 80 in a two-week, 80-hour pay period. Proposals for such irregular work schedules should be forwarded to the Deputy Director for Support through the Director of Personnel with the concurrence of the Deputy Director concerned. The Deputy Director for Support, when approving non-standard work schedules, shall also prescribe guidelines for accounting for leave, overtime, holiday and Sunday pay, and night differential."

/s/Harry B. Fisher

Harry B. Fisher  
Director of Personnel

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SUBJECT: Non-Standard Work Schedules

CONCUR:

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[Redacted Signature]

Lawrence R. Houston  
General Counsel

22 DEC 1971

Date

25X1A

[Redacted Signature]

f John W. Coffey  
Deputy Director  
for Support

23 Dec 71

Date

The recommendation contained in paragraph 11 is approved: \*

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[Redacted Signature]

L. K. White  
Executive Director-Comptroller

4 Jan 72  
Date

Distribution:

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- 1 - D/Pers Chrono

\* For the indefinite future the Deputy Director for Support will obtain the concurrence of the Executive Director-Comptroller prior to the approval of any such proposal. Until we have had some time to experiment with such schedules, the Executive Director-Comptroller will expect quarterly reports from each component or activity for which an irregular work schedule has been approved.

[Redacted Signature]

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LKW

4 JAN 1972

25 April 1972

MEMORANDUM FOR: Administrative Officer/Time and  
Attendance Clerks  
Foreign Missile and Space Analysis Center

SUBJECT : Preparation of Time and Attendance Reports -  
Non-Standard Work Week

1. Based on your approved request for irregular work schedules, attached are specific instructions for the preparation of Time and Attendance Reports when recording non-standard work weeks. It is hoped that the attached will assist you in the preparation of these reports.

2. If you have any questions concerning the proper completion of Time and Attendance Reports, please contact Compensation and Tax Division, Office of Finance.



Chief  
Domestic Payroll Operations Branch

Attachment:  
As stated

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Excluded from automatic  
downgrading and  
declassification

1. Attached are 8 completed T&A cards illustrating the listed representative situations that a T&A clerk might be involved with when the scheduled tour of duty is Thursday, Friday, Saturday - midnight - noon and Sunday every other week - midnight - 8 a.m. This dissertation and attachments have been prepared to assist the T&A clerk involved. Principal deviation from the regulations set forth in HR 20-29 involve the scheduling of 12-hour days.
2. Upon analysis of cards nos. 2 thru 8, you will observe that the following established policy guide lines apply (card no. 1 reflects no leave, no overtime):
  - a. N/D is paid for portion of regularly scheduled tour of duty that falls within 6 p.m. - 6 a.m. if employee has less than 8 hours leave during the period (see card no. 2).
  - b. N/D is paid for portion of regularly scheduled tour of duty that falls within 6 p.m. - 6 a.m. for only such hours worked (or not worked because of a holiday) if employee has 8 or more hours leave during the pay period (see card no. 3).
  - c. N/D is paid for directed O/T in excess of 16 hours in a pay period (Grades 12 - 14) if the overtime falls within another regularly scheduled tour of duty, and the employee is assigned to perform duties which are normally performed by the regular work force of the other tour. Special certification for such N/D is required (see card no. 4).
  - d. H/T is paid for all of the hours of any 12-hour regularly scheduled workday which falls on a holiday and is worked by the employee (see card no. 5).
  - e. No leave charge is made for any of the hours of a 12-hour regularly scheduled workday which falls on a holiday and is not worked by the employee (see card no. 6).
  - f. If holiday falls on nonscheduled workday, the preceding scheduled workday becomes the employee's holiday (see card nos. 7 and 8).

1. No leave; no overtime
2. Leave -  
less than 8 hours including some during ND Time
3. Leave -  
8 hours or more including some during ND Time
4. Directed overtime -  
Grade 12 - 14
5. Holiday -  
on workday - worked
6. Holiday -  
on workday - taken
7. Holiday -  
on nonworkday - Monday - worked on preceding Sunday
8. Holiday -  
on nonworkday - Monday - worked on preceding Saturday